

SUBJECT: Waste & Street Services: Restructure Review
DIRECTORATE: Operations / Waste & Street Services
MEETING: Individual Member
DATE: 25th November 2015
DIVISION/WARDS AFFECTED: All

PURPOSE:

1. To seek approval for the revised structure as proposed in this report to be implemented within the Waste & Street Services department.

2. RECOMMENDATIONS:

2.1 The recommendations are:

- a) To approve the proposed structure
- b) To approve the allocation of £20k (as a maximum) to the Connected Worker and Training and Development Strategy of the department
- c) To approve £5k be allocated to the £50k 2016-17 mandate B2 Rationalising Business Support
- d) For the remaining £7k be used to manage budget pressures within the department (this could be more depending on needs with training/Connected Worker)
- e) To approve the redundancy of Landscape Consultant with the resultant redundancy costs of £23,044
- f) To approve the flexible retirement of the External Works Supervisor with resultant costs of £4,784

3. Background

3.1 In February 2014 Cabinet approved the creation of the Waste & Street Services department which saw the merger of the previously separate waste/recycling and grounds maintenance departments. Over 2014 the managerial and office functions were reviewed and a

completely new restructure was implemented. The current structures for the two sections (Commercial and Operations & Recycling Strategy & Business) are at Annex 1.

- 3.2 It is good practice with any restructure to review the implementation. Staff were informed in March 2015 that a review would be undertaken in the Autumn to assess the impact on staff, robustness and pinch points, and determine whether the structure is fit for purpose with the future direction of the department and the Council as a whole. This proposal for change was based on interviews with staff, written comments on the restructure and different roles, issues that had arisen since the new structure was put in place and an honest reflection on what had and had not worked.
- 3.3 Staff were informed of the proposed changes on 19th October and were invited to give comments by 9th November. A meeting was held with both Unison and GMB on the 19th prior to the launch with staff later that day. A presentation was given showing what had been done, what was proposed and the reasons why. The powerpoint presentation, revised JDs and revised costings were all placed on the shared drive for everyone to see and comment on.
- 3.4 Key findings of the review were:
- Staff ethos and commitment for service delivery and quality was and still is phenomenal
 - A lot was asked of staff – learning new roles and a major service change with route optimisation implementation.
 - The structure allows people to see a career path and development opportunity
 - The new depot management structure where waste/grounds was integrated works but can be further improved through a focus on common systems, processes and by continuing to understand and codify the roles
 - Bringing waste and grounds together has brought operational savings (mandate in 2015-16 for service realignment) and reduced duplication
 - Do not ever do a major restructure with a lot of new roles and a major service change at the same time. Route optimisation took focus away from bedding into and training and development in new roles. It could be argued that route op. allowed people to learn their new roles, but because this was waste focused it diverted attention away from other service areas
 - Attempt to be generic in business support functions has not worked as well as anticipated. Introducing generic roles created duplication and confusion leading to inefficiency and therefore staff frustration
 - Too many managers in some parts of the structure and not enough in others

- Grounds has demonstrated the benefits with a focus on Income. Aligned to the Income Generation Strategy recently agreed waste also manages c.£750k external income and therefore needs a concerted focus
- Connected Worker – roll out of hard/software to front line has not been developed due to focus on route optimisation and restructure yet this was essential to manage the 20% reduction in staff from the 2014 restructure
- With the introduction of the Community Infrastructure Levy and Green Infrastructure strategy and subsequent Planning SPG the strategy towards play provision will be changing and there will be reduced demand on the landscape consultant post
- To achieve outcomes of a high quality efficient service people need investing in. There is no slack within the section so investment needs to be made in enabling people to perform to the best of their ability through training and development.
- With the Senior Policy & Performance Officer having left for a major national role consideration needed to be given to replacing like for like or doing something different. One of the benefits of this role was the coordination of education/awareness work which needed to be maintained
- MHA grounds maintenance contract has a condition for an apprentice. Also recognition that the waste/recycling section has not had formal apprenticeship structure in place and this would bring capacity to the team and also give a young people an excellent start to their career.

3.3 Therefore main proposals for change are

Delete the following posts:

- Landscape Consultant
Due to changes in planning for play
- Senior Policy & Performance Officer
Due to staff leaving
- Business Supervisor
Due to a new approach to Business Support management and allocation of work

Posts created/amended:

- Waste Income Officer (new post)
To have a concerted focus on income management – trade, recycling and garden waste
- Business Team Leader (amendment of Supervisor post)
Replace Supervisor role and reduce management hierarchy

- Senior Technical Officer – changed to Senior Technical and Policy Officer (amendment to existing post)
Take on key aspects of the Senior Policy & Performance Office post deleted. Work can be absorbed aspects of existing JD have been put into Waste Income Officer
- Senior Education Officer post (not a “new” post but an enhanced role for one of the existing officers) (amendment to existing establishment)
Better coordination of education work across the County
- Business Support Officer capacity to be increased from 2.6 to 3.2 FTE
In recognition of the work load and pressures based on this small but highly effective team and ensure the depot officers (Area Managers, Supervisors etc.) get the right level of support to do their job effectively
- 2 apprentices created – one grounds and one waste/business support.

The proposed structures are at Annex 2

What benefits will there be?

3.5 The main benefits are:

- A focus on income generation within waste. To date waste income has been in the JD of a number of people. It has worked whilst systems have been developed, but with a turnover now of c.£750k a dedicated resource will enable future markets and opportunities to be grasped and risks managed more effectively. This is completely in line with the Income Generation Strategy recently approved by Cabinet.
- Streamlined and coordinated business support. It is recommended that the Business Support Officers have lead roles (e.g. invoicing for contracts, operational schedules, depot support etc.) which will give clarity to those needing support and give a better and more efficient service to the depots. With this change the need for a “manager” overseeing the team is removed (Business Support Supervisor) and a Team Leader (first amongst equals principle) post created. This reduces management hierarchies and enables Business Support to function more in line with the MCC principles
- Technical and policy work merged. Waste and recycling is technical and this reduces duplication whilst creating a natural deputy to support the Recycling Strategy and Business Manager

- Education work will be continue to be coordinated (as this was a role of the Senior Policy & Projects Officer) with the creation of a Senior Post from within the current education capacity.

Staff implications

- 3.6 In actual terms it is proposed that there is only redundancy from this process as the main savings were made in 2014 with the major merger of the services. The proposals for Business Team Leader, Senior Education Officer and Waste Income Officer give opportunities for existing team members and posts will be ring fenced for officers put at risk through the Protection of Employment policy and process.
- 3.7 One of the key findings of the restructure review has been the emotional impact of such a major change. The loss of 20% of the existing workforce over 2014-15 undoubtedly affected the staff who remained. This review is intended to act on some of those impacts and ensure that the right job is being done by the right role and the right person is in the right role. The review very clearly identified that with such a major restructure and merger of two services that there needs to be a concerted focus on training and support for individuals in new roles. We are confident that with this concerted focus the service can achieve more than what it does now (recognising that a high quality and efficient service is already provided). Training does not have to be costly. The team is already identifying experts from within the section and the council to train up relevant officers, but this needs to be accelerated. In addition with many changes in the Operational side there needs to be a focus on legislative compliance training (e.g. Health and Safety) and on the policy side with permitting, legislation etc. Therefore a Training Needs Analysis linked to the competencies specified in the JDs (person specification) is going to be developed. It is proposed that £10k p/a is set aside to cover any training costs required as a result of this process.
- 3.8 Through this process the External Works Supervisor has applied for flexible retirement from January 2015 and to reduce working hours from 1FTE to 0.8FTE. With the restructure in 2014 a Commercial & Scheduling Officer post was created and this role works closely with the External Works Supervisor and will be able to absorb most of the work from a reduction of one day per week. In addition the creation of an apprentice within the Grounds Maintenance team is to support the existing officers and look at succession planning as well as creating a post for a young person to be suitably and highly trained over a 3 year period. At officer level the request for flexible retirement has been supported and this report seeks formal approval.

Connected Worker

- 3.8 The restructure in 2014 with a 20% reduction was based on the assumption that the Connected Worker (hard/software to the frontline and reduce paper work/admin needs) would be rolled out. Therefore 2.8 admin posts and 3 Supervisor posts were deleted. Due to the focus on the £250k route optimisation mandate Connected Worker has not been rolled out in WSS. However it has started to be rolled out in Highways and WSS now needs to play catch up. It is recognised however that there will need to be some investment in software development to get it right for these services. Given manpower resources have been reduced and systems have not yet changed it is imperative this becomes a priority for the service as this will reduce demands and pressures on a highly efficient and streamlined team. It is therefore proposed that £10k p/a is set aside from resources released through this review.

4. REASONS

- It is important to review the impact of a major restructure and adjust appropriately taking people's experiences into account
- The Senior Policy & Performance Officer leaving offered the opportunity to review and question whether we continue as is or do something differently
- Needed to check that the appropriate support measures are in place for staff to do their jobs effectively
- Needed to determine whether any further savings could be identified

5. FINANCIAL IMPLICATIONS:

- 5.1 If the restructure was implemented on 1st April it would deliver a gross £32k saving. Flexible retirement and redundancy costs will be incurred in 2015-16 of £27,818 but these should be able to be absorbed by Grounds Maintenance by income generation. However if the service overspends as a result of these costs approval is sought to fund these costs from reserves. In terms of budget allocation for 2016-17 as a result of this restructure review it is proposed that:

- £10k used for training/development as outlined in para. 3.7. If the £10k is not fully committed to be used to manage pressures within the department.
- £10k used for Connected Worker development – para. 3.8
- £5k used to support Budget Mandate B2 Rationalising Business Support
- £7k used to manage budget pressures within the service

5. Sustainable Development & Equalities Implications

5.1 There are no detrimental sustainable development and equality implications.

Consultees

Colleagues within WSS
Personnel
Finance
Unions
Cabinet
Senior Management Team

6. Background Papers

Annex 1 – current and proposed structures

Annex 2 – current costs

Annex 3 – proposed costs

Author

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Well-being and Future Generations Assessment

| | |
|--|---|
| <p>Name of the Officer Rachel Jowitt, Head of Waste & Street Services</p> <p>Phone no: 07824 406356 / 01633 748326</p> <p>E-mail: racheljowitt@monmouthshire.gov.uk</p> | <p>Please give a brief description of the aims of the proposal</p> <p>To restructure the Waste & Street Services department based on a review of the major restructure implemented in 2015</p> |
| <p>Name of Service</p> <p>Waste & Street Services</p> | <p>Date Future Generations Evaluation 5th November 2015</p> |

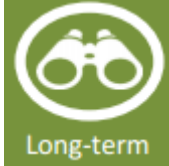
1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.





| Well Being Goal | How does the proposal contribute to this goal? (positive and negative) | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|--|
| <p>A prosperous Wales</p> <p>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p> | <p>The restructure aims to ensure we have the right people, with the right skills in the right jobs. This restructure also includes the creation of 2 apprentice posts which supports the outcome of skilled opportunities being given.</p> | <p>It is recognised that there is one redundancy through this process which has a direct impact on providing jobs. However at a time of economic austerity it is acknowledged that these difficult decisions need to be made. The impact is mitigated however through the creation of the apprentice post.</p> |
| <p>A resilient Wales</p> <p>Maintain and enhance biodiversity and</p> | <p>n/a as linked to staffing structures</p> | <p>n/a as linked to staffing structures</p> |

| Well Being Goal | How does the proposal contribute to this goal? (positive and negative) | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| ecosystems that support resilience and can adapt to change (e.g. climate change) | | |
| <p>A healthier Wales</p> <p>People's physical and mental wellbeing is maximized and health impacts are understood</p> | n/a as linked to staffing structures | n/a as linked to staffing structures |
| <p>A Wales of cohesive communities</p> <p>Communities are attractive, viable, safe and well connected</p> | n/a as linked to staffing structures | n/a as linked to staffing structures |
| <p>A globally responsible Wales</p> <p>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p> | n/a as linked to staffing structures | n/a as linked to staffing structures |
| <p>A Wales of vibrant culture and thriving Welsh language</p> <p>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and</p> | n/a as linked to staffing structures | n/a as linked to staffing structures |

| Well Being Goal | How does the proposal contribute to this goal? (positive and negative) | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| recreation | | |
| A more equal Wales People can fulfil their potential no matter what their background or circumstances | We will ensure that our employment practices deliver this outcome | |
| | | |

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

| Sustainable Development Principle | How does your proposal demonstrate you have met this principle? | What has been done to better to meet this principle? |
|--|---|--|
|  <p>Balancing short term need with long term and planning for the future</p> | <p>We are trying to reduce staff costs and ensure that the services can still be delivered. The inclusion of apprentices demonstrates the services commitment to planning for the long term</p> | |

| Sustainable Development Principle | How does your proposal demonstrate you have met this principle? | What has been done to better to meet this principle? |
|--|--|--|
|  <p>Collaboration Working together with other partners to deliver objectives</p> | <p>The Grounds Maintenance apprentice position has been introduced, first to allow for succession plan and opportunity within the service and secondly as a direct result of our partnership with Monmouthshire Housing Association.</p> | |
|  <p>Involvement Involving those with an interest and seeking their views</p> | <p>The Unions have been consulted and staff were fully engaged and consulted.</p> | |
|  <p>Prevention Putting resources into preventing problems occurring or getting worse</p> | <p>The review proposes allocating resources to both training and Connected worker demonstrating the commitment to prevent problems and offering solutions to longer term problems</p> | |
|  <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p> | <p>The restructure aims to put the right people in the right roles, delivering an efficient financial service which directly contributes to wide environmental outcomes from biodiversity to recycling.</p> | |

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|---|---|---|
| Age | We have ensured that we fully follow the Council's policies and procedures on undertaking a restructure and follow the Protection of Employment Policy. Therefore no protected characteristic is affected from this review. | | |
| Disability | | | |
| Gender reassignment | | | |
| Marriage or civil partnership | | | |
| Race | | | |
| Religion or Belief | | | |
| Sex | | | |
| Sexual Orientation | | | |
| Welsh Language | | | |

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire’s Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

| | Describe any positive impacts your proposal has on safeguarding and corporate parenting | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|---|--|
| Safeguarding | The proposals do not affect individuals and thereby do not affect or impact on the Council’s corporate parenting and safeguarding duties. | | |
| Corporate Parenting | | | |

5. **What evidence and data has informed the development of your proposal?**

| |
|---|
| <p>Consultation with staff</p> <p>Assessment on how things have worked since 2014</p> |
|---|

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Positive:- revised restructure to enable the team to become more effective and efficient. Creation of 2 apprentice positions to offer opportunity and also capacity/succession planning within the team

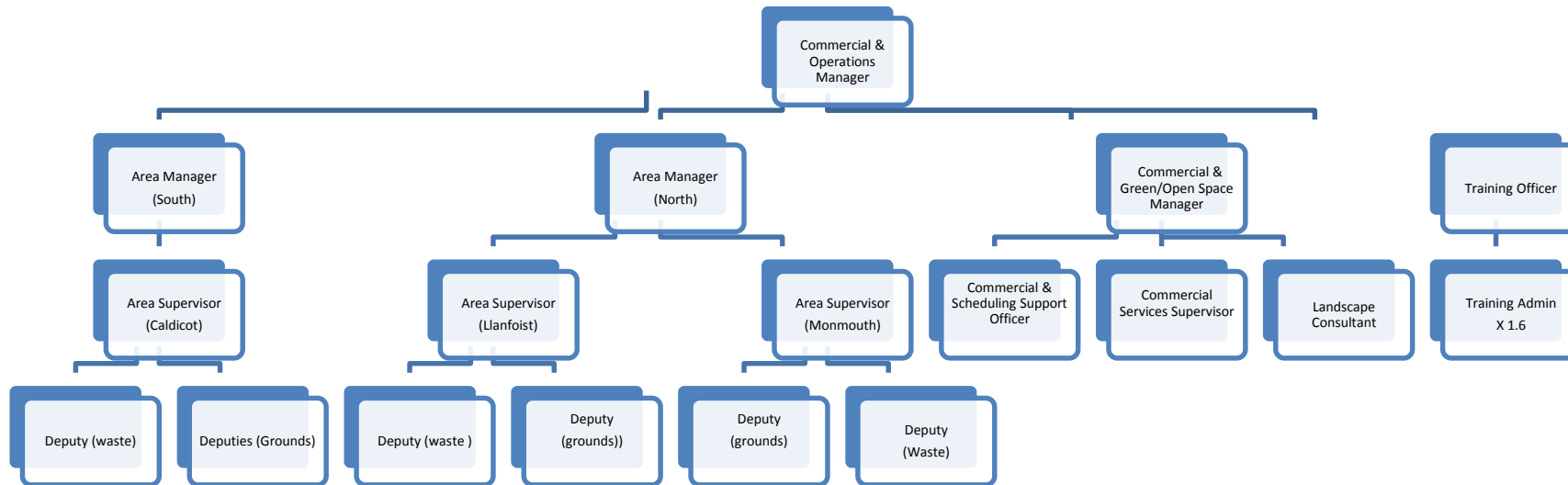
7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

| What are you going to do | When are you going to do it? | Who is responsible | Progress |
|--------------------------|------------------------------|--------------------|----------|
| Single Member Decision | Nov 25 th | Rachel Jowitt | |
| Implementation | Dec 2015 | Rachel Jowitt | |

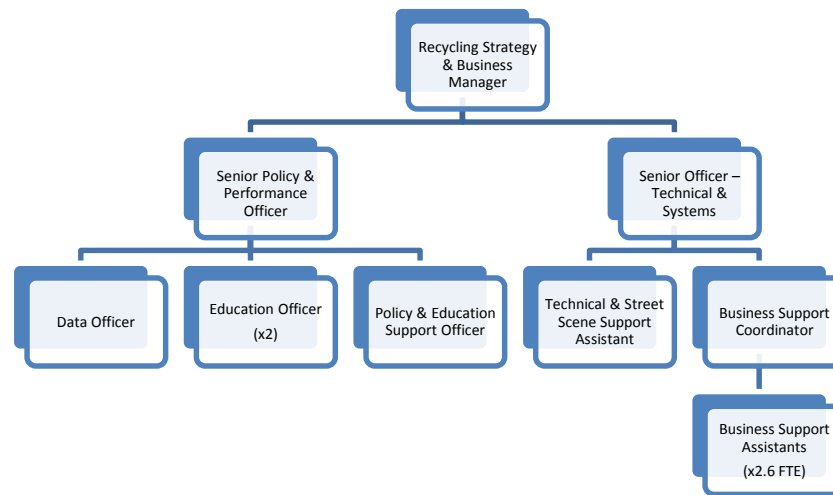
8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

| | |
|---|---|
| The impacts of this proposal will be evaluated on: | Engagement with officers Further review and consultation |
|---|---|

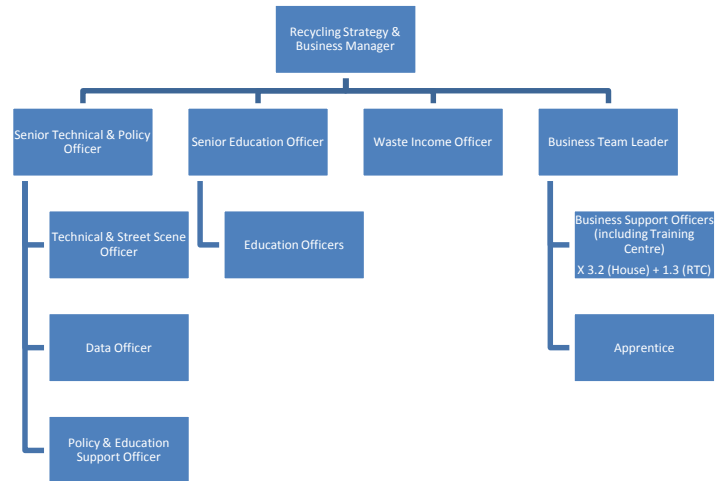
Annex 1 Current Structure
Operations Team

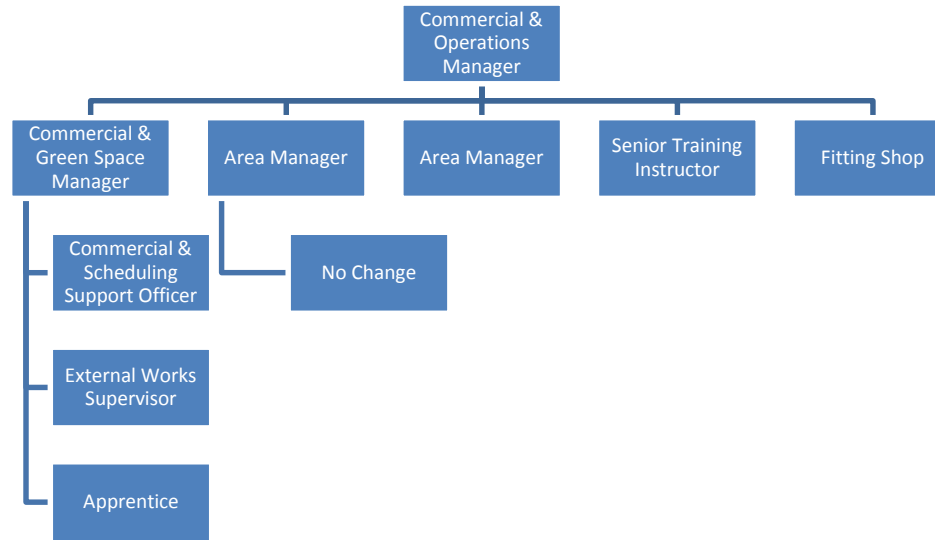


Recycling Strategy & Business Team



Annex 2 – Proposed Structures





Annex 3

Cost of Current Structure

| Post | Grade | Salary |
|---|-------|--------------|
| Head of Waste & Street Services | | 55,000 |
| Recycling Strategy & Business Manager | K | 42,957 |
| Senior Policy & Performance Officer | H | 31,846 |
| Data Officer | E | 22,212 |
| Education Officer | F | 25,440 |
| Education Officer x 0.2 | F | 12,367 |
| Education Officer x 0.6 (3 days a week) | F | 15,264 |
| Education & Policy Support Officer | D | 19,742 |
| Senior Technical & Business Officer | H | 31,846 |
| Technical & Street Scene Officer | F | 25,440 |
| Business Supervisor | G | 28,746 |
| Business Support Officer x 0.3 | D | 11,845 |
| Business Support Officer x 0.3 | D | 11,845 |
| Business Support Officer | D | 19,742 |
| Business Support Officer x0.2 | D | 9,000 |
| Senior Training Instructor | H | 31,846 |
| Admin Officer | C | 17,372 |
| Senior Admin Officer | D | 19,742 |
| Commercial & Operations Manager | M | 49,525 |
| Area Manager - North | J | 39,627 |
| Area Manager - South | J | 39,627 |
| Area Supervisor | G | 28,746 |
| Area Supervisor | G | 28,746 |
| Area Supervisor | G | 28,746 |
| Kevin Rees Davies | G | 28,746 |
| Commercial and Open Space Manager | J | 39,267 |
| Commercial Services Supervisor | G | 28,746 |
| Landscape Consultant | | 24,000 |
| Commercial & Scheduling Officer | F | 25,440 |
| Grounds Deputy Supervisor | E | 22,212 |
| Grounds Deputy Supervisor | E | 22,212 |
| Grounds Deputy Supervisor | E | 22,212 |
| Deputy Supervisor - Waste | E | 22,212 |
| Deputy Supervisor - Waste | E | 22,212 |
| Deputy Supervisor - Waste | E | 22,212 |
| | total | 926,740.00 |
| On Costs (30%) | | 278,022 |
| | total | 1,204,762.00 |

Annex 4 – Cost of Proposed Structure

| | | |
|---|---|--------------|
| Head of Waste & Street Services | | 55,000 |
| Recycling Strategy & Business Manager | K | 42,957 |
| Trade Waste Officer | G | 28,746 |
| Data Officer | E | 22,212 |
| Senior Education Officer | G | 28,746 |
| Education Officer x 0.4 (2 days) | F | 12,367 |
| Education Officer x 0.6 (3 days a week) | F | 15,264 |
| Education & Policy Support Officer | D | 19,742 |
| Senior Technical & Business Officer | H | 31,846 |
| Technical & Street Scene Officer | F | 25,440 |
| Business Team Leader | E | 22,212 |
| Business Support Officer F/T | D | 19,742 |
| Business Support Officer P/T 0.3 | D | 11,845 |
| Business Support Officer F/T | D | 19,742 |
| Business Support Officer P/T 0.3 | D | 11,845 |
| Apprentice | | 15,000 |
| Senior Training Instructor | H | 31,846 |
| Admin Officer P/T 3 days | C | 11,000 |
| Senior Admin Officer | D | 19,742 |
| Commercial & Operations Manager | M | 49,525 |
| Area Manager - North | J | 39,627 |
| Area Manager - South | J | 39,627 |
| Area Supervisor | G | 28,746 |
| Area Supervisor | G | 28,746 |
| Area Supervisor | G | 28,746 |
| Commercial and Open Space Manager | J | 39,267 |
| Commercial Services Supervisor | G | 28,746 |
| Commercial & Scheduling Officer | F | 25,440 |
| Apprentice | | 15,000 |
| Grounds Deputy Supervisor | E | 22,212 |
| Grounds Deputy Supervisor | E | 22,212 |
| Grounds Deputy Supervisor | E | 22,212 |
| Deputy Supervisor - Waste | E | 22,212 |
| Deputy Supervisor - Waste | E | 22,212 |
| Deputy Supervisor - Waste | E | 22,212 |
| | | 902,036.00 |
| On costs (30%) | | 270,611 |
| | | 1,172,646.80 |
| Saving | | £32,116 |